

ANNUAL REPORT



1965

National
Industries
for the Blind

1120 AVENUE OF THE AMERICAS
NEW YORK 36, N. Y.



SKILCRAFT
Quality Blind Made Products

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COPY No. 270 OF 400
FOR The Art Workers

JANSEN NOYES, JR.
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President

PETER J. SALMON
Vice President

ABRAM CLAUOE, JR.
Secretary-Treasurer

ROBERT C. GOOOPASTURE
General Manager

September 24, 1965

LETTER FROM THE GENERAL MANAGER

On July 1, 1961 the Board of Directors of National Industries for the Blind launched a five-year expansion program that continues through June 30, 1966. If the first three years of that period were recognized as years of planning, organization, and consolidation, certainly the fourth year has given graphic evidence that the preparatory period is producing very exciting results...

....while blind employment experienced an average rate of growth of 2% per year during the first three years - last year blind employment jumped by more than 8% to a new high of 5, 228, 704 man hours.

....while wages to the blind experienced an average rate of growth of 6% per year during the first three years - last year wages to the blind jumped by almost 13% to a new high of \$6, 997, 557.

....while cumulative sales experienced an average rate of growth of slightly more than 3% per year during the first three years - last year cumulative sales jumped by well over 20% to a new high of \$36, 582, 295.

Other practical yardsticks of growth confirm that this year was the greatest in our history. Not only was the utilization of manpower more constant, but we also saw the number of blind persons in the workshop program increase to the impressive figure of 4126. Except for 1963, when employment for the large Civil Defense Sanitation Kit order temporarily boosted the number of blind workers, this year's figure of 4126 is without precedent. We are also gratified that the average hourly earning of blind persons in workshops associated with NIB was \$1.34 last year.



Any question as to whether our workshop program is truly reaching out to an increasingly large number of blind persons in the United States is now dispelled.

There are three broad areas of activity over the past year which should be highlighted:

1. Coordination of Shop Activities and NIB Activities.

The coordination and planning of activities of the General Council of Workshops for the Blind and of NIB have attained new levels of success. The General Council presidency of Mrs. Jeri Rougagnac has effected the ultimate in cooperation and thorough exchange of information between the workshop group and NIB's professional staff. During Mrs. Rougagnac's first year as President of the General Council, we find that many shop executives participated directly in NIB's program, in the professional role of consultant and adviser to our staff.

In furtherance of this concept, the NIB Board has made available to the General Manager, funds to be used for reimbursing shops and agencies from which workshop consultants are released to NIB for special assignment. During the past year, more than twenty-five persons from the field augmented the NIB staff on important professional assignments.

In addition, NIB has expanded its Regional Representative Program beyond the Western States area where Admiral James Boundy first served as a Regional Consultant. We now have an Eastern States Region and Colonel Allen T. Samuel has assumed responsibility in this area. At the moment, the Central States Region does not have a Regional Representative, but Admiral Boundy and Colonel Samuel, with the assistance of Colonel Hanger, our Washington Representative, are providing liaison with shops in the Central States.

II. Commercial Marketing Program.

NIB's recognition of the need for expanded commercial outlets for blind-made products has been evidenced during the past year by expansion in several areas. Foremost, is the establishment of our SKILCRAFT rack program with initial operation concentration in the Columbus, Ohio market region. The selection of Mr. Gene K. Foss as Director of Marketing brings to our organization a person of experience and proven capability. Mr. Foss had eighteen years of highly successful marketing responsibility with Grove Laboratories of St. Louis, Missouri.

Within five months after joining the NIB organization, Mr. Foss had established a central warehouse and stocked it with a comprehensive and coordinated line of houseware items. Servicing the warehouse and our supermarket customers are two new van-type trucks outfitted with special materials handling racks designed expressly for our needs. In addition, we have designed and fabricated display racks and forty are now in place in supermarkets throughout our service area.

The NIB Board has taken several steps in support of the commercial marketing program. First was the appointment of a Sales Advisory Committee which worked closely with the General Manager in determining what field of marketing should be immediately developed by our organization. Shortly thereafter, the Board elected to its membership Mr. Harley V. McNamara, Retired President of the National Tea Company, Chicago, Illinois. We are confident that Mr. McNamara's extensive experience will be of inestimable value to NIB's future marketing efforts in the supermarket field.

Another development of far-reaching consequence is the expansion of our Greeting Card Program. Under the direction and financing of NIB, paintings and other artistic creations by blind persons have been utilized as the basis for an "All-Occasion" and a "Christmas" line of SKILCRAFT GREETINGS. Offered in twenty-one-card boxes of modern design, the cards are receiving nation-wide promotion through National Industries for the Blind.

A major effort was initiated to market these products through Lions Clubs in all parts of the United States. Emphasis has been placed on the utilization of a new line of blind-made products for fund raising, in lieu of such non-blind made items as candy and light bulbs. Our SKILCRAFT GREETINGS serve as an excellent seasonal complement to the annual LIONS broom sales which have become commonplace throughout the country.

It is believed that these programs are but forerunners of other commercial marketing endeavors which will utilize highest quality products from the network of shops associated with NIB.

III. Government Sales Program.

The purchase of blind-made products by the Federal Government under provisions of the Wagner O'Day Act continues to be an essential element in the success and growth of our national program to provide gainful employment to blind persons. Government sales in the year ended June 30, 1965 exceeded \$14.2 million and the sale of SKILCRAFT products through various types of military stores added another \$2.2 million. Obviously, this magnitude of dollar sales was a major contributing factor to the large increase in earned wages by blind workers in our associated shops. Assuming that wages earned by blind persons are directly proportional to the amount of sales in various markets, the government program accounted for \$3.2 million of earnings by blind persons.

It has long been recognized that the extraordinary success of the Wagner-O'Day Act is directly attributable to the outstanding efforts of the Committee on Purchases of Blind-Made Products. This Presidentially appointed committee has for twenty-seven years been maintained at the highest possible level within various departments of the Federal Government. Under the direction of Mr. A. A. Bertsch, Assistant Administrator, Business and Defense Services Administration of the Department of Commerce, the committee is vigorously pursuing the objectives of the Act as envisioned by the Congress when passed in 1938. Among the various responsibilities of NIB, none is more important than its role in serving the Committee on Purchases of Blind-Made Products.

Although NIB is devoted above all to improving the position of blind persons in American society through provision of opportunities for gainful industrial employment, NIB views itself as essentially a business-oriented undertaking. It is recognized that no business can long exist in a vacuum (let alone thrive) and it is for this reason that we look to various individuals and groups throughout the country for assistance in the expansion of our program. We rely not only on the Committee on Purchases of Blind-Made Products and the General Council of Workshops for the Blind. In addition, we must gratefully acknowledge other important organizations with which we work on continuing basis such as the American Brush Manufacturers Association; governmental bodies, such as the Vocational Rehabilitation Administration, and the Wages and Hours Division of the Department of Labor; professional associations, such as the American Management Association; and numerous agencies in the field of work for the blind, such as the American Foundation for the Blind, the American Association of Workers for the Blind, and literally hundreds of local agencies throughout the country.

To all of those who have helped us in the past we express our appreciation. To all of those whom we are dedicated to help in the future, we give promise of continually improved services from National Industries for the Blind.

R. C. Goodpasture
General Manager

RCG:jl

BLIND EMPLOYMENT, WAGES, AND HOURS:

As has been pointed out in the Letter from the General Manager, the year 1965 was a year of appreciable increase in the workshops' employment of blind persons, including number employed, man-hours worked, wages, and average hourly wage. The chart below shows the continuing growth in employment of the blind in workshops associated with NIB.

Year	Agencies	Blind Employees	BLIND DIRECT LABOR			TOTAL BLIND		
			Man Hours (000)	Wages (\$000)	Avge. p/hr.	Man Hours (000)	Wages (\$000)	Avge. p/hr.
1940	-	1979	-	-	-	2,535	\$ 906.5	\$.36
1945	-	2348	-	-	-	3,010	2157.8	.65
1950	-	2533	-	-	-	3,242	2629.3	.81
1955	56	3489	-	-	-	4,520	4028.6	.89
1960	56	3780	4,166	\$4436.4	\$1.07	4,570	5156.2	1.13
1961	56	3609	4,126	4610.5	1.12	4,441	5162.3	1.16
1962*	60	3670	4,247	4894.8	1.15	4,598	5534.9	1.20
1963*	60	4304	4,674	5560.6	1.19	5,061	6303.9	1.25
1964*	60	3809	4,431	5457.5	1.23	4,831	6198.3	1.28
1965*	66	4126	4,846	6229.7	1.29	5,229	6997.6	1.34

*Fiscal year ending June 30, others are calendar years.

SALES REVIEW:

Nineteen sixty-five was the year of highest sales* by the associated workshops. New all-time records were set in Government Sales* and local sales programs of the individual shops.

GOVERNMENT SALES:

Government Sales* were the highest in the history of NIB. As is usual, the largest volume items were mattresses, pillowcases, and mops. There was also good volume in aprons and automotive safety belts.

*Excluding Sanitation Kit contracts of this and prior years.

Quantity Government requirements were received and allocated in recent months for five new items on the Schedule of Blind-Made Products: clip boards, tourniquets, inflight dining packets, neckties, and bayonet scabbards. These five items are manufactured in eight shops, most of which had not previously done much government work.

Federal Prison Industries continues to receive first call from Government procurement offices for mattresses, box springs, brushes, and corn brooms. Even so, many orders for these items were cleared by Federal Prison Industries for allocation by NIB to the associated shops. Brooms continue to be sold in relatively low volume, chiefly because Federal Prison Industries can manufacture most of the Federal Government's requirements, leaving comparatively few for allocation by NIB.

MILITARY STORE SALES; (Commissaries and Post Exchanges)

This is an excellent program for the workshops. Sales fluctuate very little month by month. The line of SKILCRAFT merchandise sold is very similar (and some items are identical) to that offered by individual shops in their local sales programs. Several new items were added to this program: iron cord holders, pot and pan scrubbers, and clothes pin bags. Other items, such as the wax applicator, mop handle, mop-head, and stick mops, were redesigned or changed in a continuing effort to offer to the Military Stores a modern, acceptable line of merchandise. The display rack furnished by NIB to the Military Stores was redesigned. Over two hundred and thirty display racks have been distributed by NIB at no cost to the commissaries and post exchanges around the world. We have cooperated with the Navy Exchange Stores in designing what we think is the most efficient method of displaying our items in these outlets. Twenty-five shops now supply merchandise for the Military Stores Sales Program. Originally twelve shops participated.

RACK PROGRAM SALES

Under the direction of NIB's new Director of Marketing, the NIB Rack Program is off to an excellent start. A warehouse has been opened in Columbus, Ohio, and is stocked with sixty-two different SKILCRAFT products. Ultra modern display racks are already being installed in a number of national food chains. Trucks are in operation equipped with "pods" designed for efficient handling of merchandise from the warehouse to the trucks and into the stores. Initially, eleven shops are supplying merchandise for the Rack Program. Other shops will participate in supplying merchandise for this program as the demand grows and new market areas are opened.

The following chart will show the continuing sales growth from 1955 through the current fiscal year ending June 30, 1965:

<u>Calendar Year</u>	<u>Government Sales</u>	<u>Military Resale</u>	<u>Other Sales</u>	<u>Total Sales</u>
1955	\$ 5, 528, 000	\$ 268, 000	\$12, 959, 000	\$18, 755, 000
1956	6, 046, 000	1, 072, 000	13, 744, 000	20, 862, 000
1957	7, 615, 000	1, 167, 000	13, 898, 000	22, 681, 000
1958	9, 438, 000	1, 006, 000	14, 137, 000	24, 581, 000
1959	6, 748, 000	1, 248, 000	15, 010, 000	23, 007, 000
1960	7, 342, 000	1, 329, 000	15, 775, 000	24, 446, 000
1961	10, 311, 000	1, 450, 000	16, 005, 000	27, 766, 000
<u>Fiscal Year</u>				
6-30-62	12, 032, 000	1, 675, 000	16, 326, 000	30, 033, 000
6-30-63*	10, 617, 000*	2, 230, 000	18, 118, 000	30, 965, 000*
6-30-64**	9, 081, 000**	2, 353, 000	18, 456, 000	29, 890, 000**
6-30-65***	12, 670, 000***	2, 278, 000	20, 059, 000	35, 007, 000***

*Does not include Sanitation Kit Sales of \$7, 723, 000.

**Does not include Sanitation Kit Sales of \$433, 000.

***Does not include Sanitation Kit Sales of \$1, 575, 000.

REVIEW OF OPERATIONS:

Certain closely related functions of NIB, including purchasing, technical assistance to workshops, product development and evaluation, and government contract administration, are organized as the "Operations Department" of NIB. Those staff members formerly in the Engineering Department now operate in this department under the direction of the Director of Operations.

PRODUCT DEVELOPMENT:

The Research and Development Laboratory is under the direction of Mr. John Parizzi, former Production Manager of The Industrial Home for the Blind, Brooklyn. Mr. Parizzi brings to NIB over twenty years of experience in this field, and he has an intimate working knowledge of the job to be done in such important areas as product development and production procedures. In the months ahead, product lines will be developed for the establishment of new production lines in the workshops. Initial attention in product development is on disposables and heavy canvas sewed items for sale to the Government. The Laboratory will also support the efforts of the Marketing Program in presenting the best possible products to the public.

PURCHASING PROGRAM:

NIB's Purchasing Program has progressed at an unprecedented rate this year. Purchasing volume is practically double that of last year. Materials purchased in large quantities include the following:

April drill	Broom corn
Pillowcase sheeting	Seat belt components
Mop yarn	Sanitation kit components
Packaging materials	Clip board components
Mattress ticking	Inflight dining packet components
Necktie material	Block sponge mop components

In line with the policy of constant review of all programs, it was determined that NIB's broom corn procurement and processing program should be discontinued as of June 30, 1965. The original purpose of this program was to encourage and provide means for the shops to economically purchase and use processed broom corn.

The broom manufacturing industry and broom corn suppliers were, for many years, hesitant to accept the idea of field processing of broom corn. After the program was initiated by NIB, many of the largest manufacturers in the industry recognized the merits of processed broom corn, and today there are at least seven broom corn processing plants in operation, supplying processed broom corn to the industry. Processed broom corn is now available to workshops for the blind on a competitive basis from many sources, so it was determined that NIB could use the funds previously tied up in the broom corn program to the greater advantage of more shops in other areas of procurement.

In the fall of 1964, NIB's Procurement Department signed its first contract for mop yarn. Since that time the volume of mop yarn purchased by NIB for the shops has steadily increased, and approximately two hundred thousand pounds of yarn per month is now being processed by the NIB supplier. The mop yarn procurement program is, as was the broom corn program, purely a service offered to the shops by NIB. It is realized that prices offered to the shops for mop yarn are very close to the prices offered by yarn manufacturers not under contract to NIB. However, without a doubt, NIB's participation in this program has acted as a stabilizing force on the price of mop yarn and results in considerable saving to the shops which produce mops.

TECHNICAL ASSISTANCE:

Much technical assistance has been given to the shops by members of the Operations Department of NIB who have engineering background. Shops were assisted in setting up production facilities for new items such as inflight dining packets and clip boards. This work entailed recommendations regarding department layouts, equipment, as well as personnel training in production methods and quality control systems. It is anticipated that in the future Mr. James Cook and Mr. Jack Jones, of the Operations Department, will assist the workshops more and more in establishing production procedures and techniques on new items developed in conjunction with the Research and Development Laboratory.

Close liaison has been maintained with GSA Quality Control personnel in the revision of Government specifications and in product and component testing. Items submitted for SKILCRAFT approval are reviewed and analyzed in conjunction with other interested NIB departments.

Interim manufacturing specifications covering Military Stores items have been prepared and distributed to the shops. Technical personnel from the Operations Department have participated in extensive surveys conducted at the request of five shops.

Considerable preliminary work has been done on the preparation of a workshop operating manual which, when complete, will be issued to all shops. To insure that a worthwhile, usable operating manual can be finalized in the months ahead, this has been and will continue to be a time-consuming job.

PUBLIC RELATIONS:

The scope of the Public Relations Department was broadened in the last year when departmental adjustments brought the administration of the national SKILCRAFT program and the operations of the Community Services Department under the supervision of the Director of Public Relations. Much of the effort in both of these areas was already closely identified with public relations activities, particularly in regard to the recently established Sales Ethics Bureau and the NIB-sponsored Annual Meeting and Sales Seminar.

SKILCRAFT CONTRACTS AND ADMINISTRATION:

At the end of fiscal year 1965 there were 43 shops qualified through formal contracts to use the SKILCRAFT trademark in the manufacture of

their products, an increase of eight over the preceding year. The number of individual items presented by the shops for SKILCRAFT approval increased markedly and more than 300 have now been processed by NIB and approved for use of the label.

All aspects in the administration and review of SKILCRAFT contracts and products were centralized under a SKILCRAFT Coordinator. This has expedited the development of contracts with the shops, greatly enhanced the standards and uniformity of production and fortified quality control procedures.

A SKILCRAFT product control unit has been established in the NIB Product Development Laboratory in Long Island City, where samples of each approved item and packaging are retained.

The current licensing agreements with shops are renewable on June 30, 1966. Considerable study is underway to further adjust the contracts in keeping with shop problems, to allow the broadest possible participation, thereby increasing the importance and effectiveness of the SKILCRAFT image in national markets.

A new SKILCRAFT direct sales concept has been under development during the past year with the licensing of authorized SKILCRAFT distributors in door-to-door and club sales in several parts of the country. Under these contracts the distributor agrees to follow ethical sales patterns developed by NIB-associated shops, and to make its sales operations and price schedules available for review and approval of NIB.

The distributors agree to sell only SKILCRAFT approved items, unless expressly authorized by NIB to sell other items. Under the agreements NIB receives a fee of 3% of the distributors' purchase price of SKILCRAFT merchandise from the shops. This income is earmarked for support of national SKILCRAFT promotion.

Distributorships have been approved by NIB in the Metropolitan Chicago area, the Buffalo-Rochester, New York area, and in the State of Nebraska. A number of others are now under study.

SALES ETHICS BUREAU:

With the formal establishment of the Sales Ethics Bureau to review sales practices of blind-made products throughout the nation, NIB files were reorganized and updated to list currently over 350 sales outlets. The sources of information were expanded to include:

National and Local Better Business Bureaus, Chambers of Commerce, State Consumer Fraud Bureaus, National Association of Direct Selling Companies, Councils of State Government, National Information Bureaus, State Agencies serving blind persons, as well as all Agencies associated with NIB.

In turn, NIB has now become widely recognized by local, state and federal research and enforcement agencies as an authoritative source of information on the sale of blind-made products. Since February 1965 inquiries from these sources, and particularly from NIB associated agencies, have more than quadrupled. This service has proven very useful in detecting patterns of distribution in the sale of blind-made products and in combatting unethical and fraudulent sales operations.

COMMUNITY SERVICES:

During the past year this department completed surveys of and reports on the Cleveland Society for the Blind and Volunteer Blind Industries, of Morristown, Tennessee. In addition, considerable preliminary work was done on three surveys scheduled for completion during the summer of 1965. These were requested by Utah Services for the Visually Handicapped, Salt Lake City, Utah; the Colorado Division of Rehabilitation for the Blind, Denver, Colorado; and the New Orleans Lighthouse for the Blind, New Orleans, Louisiana.

Hightlighting this effort was the adoption of the principles of utilizing on the survey teams various experts from NIB-associated agencies. This plan had the two-fold advantage of providing the surveyed shop with the benefit of established experience in other shop operations as well as developing in the individual shop participants an involvement in the national program.

The following five agencies qualified and became associated with NIB during 1965:

El Paso County Association for the Blind,
El Paso, Texas;

Lions Industries for the Blind, Inc.,
West Palm Beach, Florida;

Youngstown Society for the Blind,
Youngstown, Ohio:

Utah Services for the Visually Handicapped,
Salt Lake City, Utah;

San Francisco Lighthouse for the Blind,
San Francisco, California

During this period five other shops expressed formal interest in associating with NIB.

PUBLICATION AND FILMS:

The NIB NEWS continued its pattern of growth and change. Circulation increased over 1,000 during the year, to approximately 12,000. More industrial and business leaders are receiving the publication, as well as government officials from both the Federal and local levels.

The most important change in the NIB NEWS was the introduction in October of a new front page format incorporating the SKILCRAFT trademark in line with the regular editorial policy of emphasizing production and sales activities with SKILCRAFT identification.

Last April's issue of the NIB NEWS, published at the time of the Annual Sales Seminar, carried considerable supplier advertising. The results were excellent. Advertising may be used to support future expansion of the publication. On the editorial side, a number of new features are planned in this expansion. A column from NIB's Washington Office has already been established as a regular feature.

The documentary film of the national program produced five years ago, "SOUNDS OF INDUSTRY," continued to be utilized effectively by public bookings and by the associated shops in their public relations efforts. About 250 bookings of the film at various fraternal and civic meetings were reported by the Modern Talking Picture Service. The film was also given considerable international exposure through the cooperation of American Foundation of Overseas Blind. Plans are underway for updating the film with increased emphasis on SKILCRAFT product promotion.

ANNUAL MEETING:

Representatives of 54 workshops attended the annual meeting of NIB and the General Council of Workshops for the Blind, October 4-9, 1964, at the Vanderbilt Hotel in New York City.

The theme of the meeting, "Rehabilitation through Production," stressed the role of workshops in providing gainful employment to blind persons. The keynote speaker, Harold Russell, Chairman of the President's Committee on Employment of the Handicapped, praised the shops for their progress over the past quarter century,

and stressed the importance of productive jobs in rehabilitation. "Rehabilitation has many definitions," said Mr. Russell. "It is accomplished in many ways. Your way, productive employment, is the finest. It is not enough to provide training that will not be employed - to promise a fuller life, then leave the person sitting at home alone, rehabilitated but still not in the mainstream of life."

SALES SEMINAR:

The SKILCRAFT rack jobbing program was heartily endorsed at the Six Annual Sales Seminar at the Deauville Hotel in Miami Beach, April 4-7. Fitting the seminar theme, "Growth thru Marketing," sessions were devoted to long-range plans for SKILCRAFT sales expansion. Fifty workshops and 21 suppliers were represented. The keynote speaker was A. L. Kirkpatrick of the Glass Container Manufacturers Institute.

WORLD'S FAIR:

The NIB exhibit at the World's Fair opened its 1965 run in the Better Living Center, with additional refinements giving greater emphasis to the variety, quality and availability of SKILCRAFT products in national markets. New showeases were added to the exhibit and a wider variety of individual SKILCRAFT products were displayed for sale to the public. Full-time sales girls were on duty to inform the public about the products. Their efforts were bolstered by the regular public-address talks made by other hostesses, which also gave increased emphasis to SKILCRAFT merchandise.

Although total attendance at the Fair fell off somewhat in the early Spring, as the result of unfavorable Fair publicity, the Better Living Center drew a larger percentage of Fair visitors than last year. The Better Living Center continued in the ten top pavilions attendance-wise, with an average of more than 25,000 visitors daily.

The Better Living Center instituted a number of improvements in the general atmosphere of the building and developed traffic controls far superior to those of last year. The net effect was reflected in a considerable increase of interest by visitors to the exhibit and a greater demand for NIB literature concerning the national program.

ORGANIZATION OF NIB STAFF:

NIB operates with four major departments under the General Manager: Finance, Operations, Marketing, and Public Relations. The Washington Consultant and the Regional Representatives report direct to the General Manager.

ORGANIZATIONAL DIRECTORY

Office of General Manager, Assistant General Manager

Robert C. Goodpasture, General Manager
Noel B. Price, Assistant General Manager
Spencer A. Covell, Consultant
Miss Barbara V. Perrott, Administrative Assistant

Office of Controller

John D. Schwartz, Controller
Emil Dupuy, Assistant to the Controller

Operations Department

Noel B. Price, Director of Operations
James E. Cook, Assistant to the Director of Operations
Jack R. Jones, Project Manager

Purchasing

Raymond L. Clevenger, Director of Purchasing
Christopher Christ, Purchasing Agent

Government Sales

Charles D. Hommel, Director of Government Sales
George P. Moore, Assistant to the Director of Government Sales
William Windley, Administrative Assistant

Product Development Laboratory

John E. Parizzi, Director of Engineering
David T. Nunez, Manager
J. Kenneth Kerr, Senior Engineer
William W. Trainer, Industrial Engineer

Office Management

George P. Moore, Office Manager

Marketing Department

Gene K. Foss, Director of Marketing

Rack Program

A. Kenneth Dane, Regional Sales Manager

Military Store Sales

Charles W. Foote, Director of Military Store Sales

William Bari, Assistant to the Director of Military Store Sales

Public Relations Department

Harry D. Kingsbury, Director of Public Relations

James McCloskey, Assistant to the Director of Public Relations

Franklin B. Lord, Skilcraft Coordinator

Miss Jo Ann McNally, Sales Ethics Bureau

Community Services

George H. Park, Director of Community Services

Washington Office

Allen T. Samuel, Jr., Eastern States Representative

John W. Hanger, Washington Representative

Robert LeFevre, Consultant

West Coast Office

James W. Boundy, Western States Representative

NATIONAL INDUSTRIES FOR THE BLIND

BOARD OF DIRECTORS:

ABRAM CLAUDE, JR.	- Vice President, Morgan Guaranty Bank New York, N. Y.
WILLIAM H. CROWE	- Executive Director, Kansas City Association for the Blind, Kansas City, Mo.
JOHN L. GRANGER	- Manager of Shops, Alabama Institute for Deaf & Blind, Talladega, Alabama
CLAUDE W. HIRSCH *	- General Manager, Industries for the Blind, Milwaukee, Wisc.
J. ARTHUR JOHNSON	- Executive Director, Columbia Lighthouse for the Blind, Washington, D. C.
THOR W. KOLLE, JR. *	- General Partner, Hornblower & Weeks- Hemphill, Noyes, New York, N. Y.
DR. FRANK H. KRUSEN	- School of Medicine, Temple University, Philadelphia, Pa.
WILLIAM O. MC GILL	- Executive Director, The Chicago Light- house for the Blind, Chicago, Illinois
HARLEY V. MC NAMARA	- Former President, National Tea Co., Chicago, Illinois
JANSEN NOYES, JR. *	- General Partner, Hornblower & Weeks- Hemphill, Noyes, New York, N. Y.
(MRS.) GERALDINE C. ROUGAGNAC	- Executive Director, Lighthouse for the Blind, Houston, Texas
PETER J. SALMON *	- Executive Director, The Industrial Home for the Blind, Brooklyn, N. Y.
HARRY W. STUART	- General Manager, California Industries for the Blind, Sacramento, California

* Member of the Executive Committee

OFFICERS:

JANSEN NOYES, JR.	- Chairman of the Board
THOR W. KOLLE, JR.	- President
PETER J. SALMON	- Vice President
ABRAM CLAUDE, JR.	- Secretary-Treasurer
ROBERT C. GOODPASTURE	- General Manager
JOHN D. SCHWARTZ	- Assistant Treasurer
NOEL B. PRICE	- Assistant Secretary

NATIONAL INDUSTRIES FOR THE BLIND

AUDITORS: PEAT, MARWICK, MITCHELL & CO., New York, New York

Audited financial statements of National Industries for the Blind are available at the New York Office for inspection by the Committee on Purchases of Blind-Made Products, by Boards of NIB-associated shops and by authorized representatives of both of these groups.

COUNSEL: APPLETON, RICE & PERRIN, New York, New York

